



**UNIVERSITI PUTRA MALAYSIA**

**OCCUPATIONAL STRESS, ORGANIZATIONAL COMMITMENT,  
CAREER COMMITMENT, JOB SATISFACTION  
AND WITHDRAWAL COGNITION  
AMONG SCHOOL TEACHERS**

**CHENG FUN KEOH**

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CAREER COMMITMENT, JOB SATISFACTION  
AND WITHDRAWAL COGNITION  
AMONG SCHOOL TEACHERS**

**By**

**CHENG FUN KEOH**

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,  
In Fulfilment of the Partial Requirement for the Degree of Doctor of Philosophy**

**April 2002**



## **DEDICATION**

**This thesis is dedicated to :**

My father, Cheng Huan Yin

My late mother, Choong Chan Tai

My wife, Chin Peng Heong

My sons, Xiang Lin, Xiang Hui, Xiang Jun

Brothers and sisters

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the partial requirement for the degree of Doctor of Philosophy

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**CHENG FUN KEOH**

**April 2002**

**Chairperson : Professor Dr. Aminah Ahmad**

**Faculty : Educational Studies**

Teachers form an important occupational group in the Malaysian government service. With the implementation of various educational changes and reforms in this country, teachers are experiencing higher expectations, greater responsibilities, more challenging roles, and also rising emotional and intellectual demands. Teachers are also facing more psychological and mental related problems, as well as emotional stress. And as such, teaching has been labeled a stressful occupation.

This study was conducted to determine school teachers' level of occupational stress, commitment, job satisfaction and withdrawal cognition and their relationships. Due to the deficiency in models of teacher stress in the Malaysian context, this study also proposed and tested a model of teacher stress which includes attitudes, specifically

organizational commitment and career commitment as moderating variables as well as organizational commitment, career commitment and job satisfaction as mediating variables

Using questionnaires, data were obtained from 350 secondary school teachers in the state of Negeri Sembilan, West Malaysia, selected by random sampling. The data were used to test the hypothesized relationships. Reliability test, exploratory data analysis (EDA), frequency and percentages, Pearson's product moment correlation, hierarchical multiple regression analysis and structural equation modeling (path analysis) were employed to analyse the data.

This study found that school teachers experienced varying intensities of occupational stress, commitment, job satisfaction and withdrawal cognition. All the hypotheses regarding stressor-stress-strain relationships were tested and accepted. Besides that, this study also revealed the moderating and mediating roles of organizational commitment, career commitment and job satisfaction in the stressor-stress-strain relationship.

This study recommended that the various authorities should concentrate on increasing organizational commitment, career commitment and job satisfaction of teachers which would help to reduce the effects of occupational stressors and occupational stress, and subsequently the negative effects on withdrawal cognition.

Future research are suggested to include more stress factors; more psychological and behavioral strains and their effects; a more objective measure of stress, strain and commitments; various methods of study like direct observations, interviews and finally a more complicated model of teacher stress.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia  
sebagai memenuhi sebahagian keperluan untuk ijazah Doktor Falsafah

**TEKANAN KERJA, KOMITMEN ORGANISASI, KOMITMEN KERJAYA,  
KEPUASAN KERJA DAN KEINGINAN MENARIK DIRI DI KALANGAN  
GURU-GURU SEKOLAH**

Oleh

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Guru merupakan kerjaya yang penting di perkhidmatan awam Malaysia. Dengan pelaksanaan pelbagai perubahan dan reformasi pendidikan, guru perlu menghadapi jangkaan, tanggungjawab, peranan, beban emosi dan intelek yang semakin meningkat dan mencabar. Di samping itu masalah psikologikal, mental dan tekanan yang dialami guru juga meningkat. Oleh itu, kerjaya guru dikatakan sebagai penuh dengan tekanan.

Kajian ini dijalankan untuk menentukan tahap tekanan kerja, komitmen, kepuasan kerja dan keinginan menarik diri yang dialami oleh guru sekolah. Disebabkan kekurangan model dan teori tentang tekanan kerja guru dalam konteks Malaysia, kajian ini juga mencadangkan serta menguji satu model tekanan kerja guru yang memasukkan variabel sikap, khasnya komitmen kerjaya, komitmen organisasi dan kepuasan kerja sebagai variabel penyederhana dan pengantara.

Dengan menggunakan soalselidik, data diperolehi daripada 350 orang guru sekolah menengah di Negeri Sembilan yang dipilih secara rambang. Data yang dikumpulkan daripada guru digunakan untuk menguji hipotesis. Ujian kebolehpercayaan, analisis data secara menjelajah (EDA), kekerapan dan peratusan, korelasi Pearson, analisis regresi hiraki dan analisis haluan digunakan untuk menganalisis data.

Hasil kajian ini mendapati guru sekolah mengalami tahap tekanan kerja, komitmen organisasi, komitmen kerjaya, kepuasan kerja dan keinginan menarik diri yang berbeza-beza. Hasil kajian ini berbeza dengan kajian yang dilakukan di luar negeri yang mendapati guru mengalami tahap tekanan kerja yang tinggi. Namun demikian, hasil kajian ini sejajar dengan kajian yang dijalankan di Malaysia yang mendapati kebanyakan guru sekolah mengalami tahap tekanan kerja yang sederhana dan rendah.

Kajian ini juga menunjukkan bahawa semua hipotesis tentang perhubungan punca-punca tekanan, tekanan kerja, komitmen organisasi, komitmen kerjaya, kepuasan kerja dan keinginan menarik diri diterima. Hasil kajian membuktikan bahawa komitmen organisasi, komitmen kerjaya dan kepuasan kerja boleh memainkan peranan sebagai variabel penyederhana dan pengantara.

Kajian ini mencadangkan supaya pihak berkenaan menumpukan perhatian pada meningkatkan komitmen organisasi, komitmen kerjaya dan kepuasan kerja guru-guru. Dicapadangkan juga kajian yang akan datang memasukkan lebih banyak faktor tekanan;



lebih banyak kesan psikologikal dan tingkah laku; pengukuran tekanan dan komitmen yang lebih objektif; pelbagai cara seperti pemerhatian, temuduga, dan akhirnya satu model tekanan kerja yang lebih lengkap.

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Last but not least, I would like to express sincere gratitude and affection to my beloved wife, Peng Heong, for her encouragement, understanding, sacrifices and patience throughout my graduate program.

I certify that an Examination Committee met on 15<sup>th</sup> April 2002 to conduct the final examination of Cheng Fun Keoh on his Doctor of Philosophy thesis entitled "Occupational Stress, Organizational Commitment, Career Commitment, Job Satisfaction and Withdrawal Cognition Among School Teachers" in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulations 1981. The Committee recommends that the candidate be awarded the relevant degree. Members of the Examination Committee are as follows :


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## DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any degree at UPM or other institutions.

  
\_\_\_\_\_  
(CHENG FUN KEOH)

Date : 24 APR 2002

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